

MA'O ORGANIC FARMS  
GROWTH & IMPACT REPORT  
2021





MA'O ORGANIC FARMS  
Palikea21 (2) and Palikea236 (3) across the Lualualei Naval  
Road with Puhawai23 (1) in the distance.

"IF WE NEGLECT THE EARTH, WE HURT OURSELVES.  
BUT IF YOU LOVE THE LAND, THE LAND WILL LOVE YOU AND IF YOU HAVE THAT HERE,  
YOU'LL CARRY IT WITH YOU ALWAYS."

PAPA AILA (APRIL 2011)



*On July 19, 2021 William J. Aila Sr., whom we affectionately refer to as Uncle William or Papa Aila, passed into pō, but every day he is with us in Lualualei.*

*Photo: Dana Edmunds (2011)*



MA'O ORGANIC FARMS  
2021 GROWTH & IMPACT REPORT

6	Founders' Mo'olelo
8	Mo'okū'auhau
10	Mo'o 'āina
12	Mo'olelo of Peopling – Youth
14	Mo'olelo of Peopling – Mahi'ai
16	Mo'olelo of Pilina – Palikea
18	Mā'ona Impact – Makawalu Outcomes
20	Wānana – Our Horizon
22	2021 Financials
26	Mā'ona Financial Impact
28	Ho'owaiwai
29	MA'O 'Ohana

AIA KE OLA I KA HANA.  
LIFE IS FOUND IN LABOR.  
LABOR PRODUCES ALL THAT IS NEEDED.



*Aloha kākou e nā hoaloha, e nā makamaka, e nā po'e aloha 'āina*, Aloha 'āina remained a constant in 2021! Even during the Delta and Omicron (COVID-19) surge, the MA'O 'ohana were able to work together in concert to continue feeding and nourishing our families and communities. Our 'āina continued to meet *all* of our needs: physically, mentally, emotionally, and spiritually. Youth were nourished by the waiwai of these beautiful lands and natural resources and in return the practice of aloha 'āina allowed us to remain open as an essential business and as an essential program. Pono stewardship of 'āina by MA'O staff and youth continued to heal our lands, our families, our homes, our schools and our communities.

In 2021, kupuna, kumu and mentors Uncle William Aila, Sr. and Haunani Kay Trask transitioned to pō, leaving lasting legacies in the 'āina they cultivated and in the leaders that they strived to empower. By working to mentor the next generation, they demonstrated the importance of continually investing in youth, affirming the potential of the makua generation to uplift their culture and their communities. These visionaries demonstrated through their actions that intentional, 'āina-centered and pono work could provide all that is needed. The lessons of love, respect and the willingness to work especially mattered in the darkest moments of

the pandemic because it shone a light on the what we consider to be waiwai (precious), of what we all cherish which is the aloha for the land and aloha for one another.

In 2022, we continue to be bolstered by the example of Papa Aila and Haunani Kay and the many 'ōiwi leaders that rise up to passionately fight for a world that recognizes the contributions of kanaka maoli and other native peoples to appreciate the depth of 'ike hohonu (profound wisdom) that our people has accrued and then channeled to meet some of Hawai'i and the world's most pressing issues. We are grateful for their enduring commitment to kū'ē (to stand apart) for things that are just, for things that are pono (righteous) so that we may truly our kuleana to hoeaea, to our sovereignty, to our freedom.

Uncle William and Haunani Kay have truly prepared us to be "all that is needed", we are the results of their investment in aloha 'āina and aloha kekahi i kekahi. We are the wai and the waiwai, the source and the resource, from which our future ancestors will be able to firmly kū'ē those things that we must and to ensure a pono future for us all.

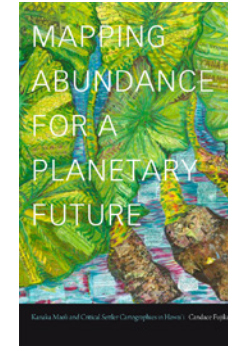
Me ka 'oia i'o, a me ke aloha 'āina mau a mau,

**Kukui & Gary**

# HE OLI ALOHA NO LUALUALEI BELOVED LUALUALEI

‘Au ana Pu‘uohulu ma mua  
 ‘ike i ka‘ōnohi i nā kai  
 Hiki ana Kūwale ma mua  
 ‘Oni i nāulu i nā pali  
 Puka ana Halona ma mua  
 Wehena ka lā i nā welelau  
 Kau ana Pāhoa ma mua  
 ‘Ike i ka uakoko i nā ali‘i  
 Kū ana Pu‘u Kaua ma mua  
 Helelei ko‘iawe i nā lani  
 Pa ana Pahe‘ehe‘e ma mua  
 Ka‘apuni kaiāulu i nā ‘āina  
 Pua ana na kupaianaha ma mua  
 ‘O Lualualei, he ‘aina aloha.

Pu‘uohulu fares up ahead  
 A translucent rainbow (of the ocean) mists  
 Mauna Kūwale appears up ahead  
 A white column of rain (of the mountains) moves  
 ‘Ili ‘āina Hālonā emerges up ahead  
 The piercing rays (of the sun) spreads  
 ‘Ili ‘āina Pāhoa fares up ahead  
 A low lying rainbow (of the chiefs) is seen  
 Pu‘u Kaua stands out up ahead  
 A lei of white rain (of the heavens) falls  
 Pu‘u Pāhe‘ehe‘e opens up ahead  
 The cool kaiāulu wind (of the land and people) covers  
 The endless beauty fares up ahead  
 Lualualei (embraces) a beloved place & people



## CANDACE FUJIKANE

CONTRIBUTING LEO (VOICE)




Candace Fujikane is a professor in the English department at the University of Hawai'i at Mānoa. In her book, **Mapping Abundance for a Planetary Future**, Candace prioritizes and elevates the importance of restoration of abundant lands through our kilo (observation) and deeper understanding of ‘ike (knowledge) contained in our stories, histories, chants, and songs. As mahi‘ai (farmers) in relationship with ‘āina of Ka‘olai and Lualualei, the dailiness of our work to aloha ‘āina, ‘āina aloha is bolstered by her kahea (call) for our attunement to all of the “elementals” in our moku in order to transform challenges into abundance. Throughout the report, we utilize her kilo of mapping abundance to call out important lessons that have been instructive to MA’O in terms of our growth and expansion of Mā‘ona.



## MO'OĀINA

MA'O IS THE ABUNDANT FUTURE THAT WE IMAGINE IN OUR MOST RADICAL DREAMS OF A SELF-SUSTAINING HAWAI'I THAT HAS THE CAPACITY TO FEED OURSELVES.

 *Yet 'āina never ceases being the land that feeds even when covered with concrete, and as we see a resurgence of 'ōlelo Hawai'i and other Kanaka maoli forms of knowledge, we recover the mo'olelo of these lands that continue to feed us intellectually and spiritually in ways we are often not even aware of. [CF]*




## YOUTH EXPERIENCE

### 2021 OUTCOMES

Associates Degrees earned	12
Baccalaureate degrees earned	5
Certificate of Completion earned	7
'Auwai program participants	193*

\*14% increase from 2020

*I 'āina no ka 'āina i ke ali'i,  
a i waiwai no ka 'āina i ke kanaka.  
The land remains the land because of  
the chiefs, prosperity comes to the land  
because of the people. [Puku'i, #1149]*

 We learn to work on our relationships, to strengthen the pilina within our communities where we often feel isolated from each other. The promise of revolution is that there is so much more for us to learn, there are so many more ways we can grow our pilina with the akua. [CF]

**'Āina loved us first!** Our abundance and resilience comes from holding aloha 'āina at the center of all of our relationships. The 'ōlelo no'ēau (wise saying) captures our deepest sentiment of mā'ona, that in order to aloha 'āina, mālama 'āina, we must continuously invest in growing and supporting our people - the true waiwai (wealth)! Our intentionality to build, strengthen, capture and then return the learning and lived experiences of our youth and staff over time produces individual (and collective) proficiencies, capacities and competencies (waiwai). While the persistence of the pandemic in 2021 continued to strain the socio-economic fabric of our schools, neighborhoods and communities, our people creatively and generativity designed and implemented strategies for OLA - for holistic health and well-being, creating pu'uhōnua (places of safety) and strengthening our operations with lōkahi (unity) leading to even greater systemic efficiencies, sustainability and resilience (waiwai).

# Q.

How do you define your *Resilience* in 2021?



**ALFONSO BROWN, SUI (YLT COHORT 15.5)**

*"Building relationships with my group members made my job as a leader much easier and enjoyable. The more you help each other, the stronger your bond will become. Personally, my resilience comes from wanting to do good and always being in line. Being in line to me means having the perfect balance between school, work, and my personal life. Overall, just being the best person I can be."*



**VERONICA DAQUEL, SUI (YLT COHORT 15.5)**

*"For me, resilience means the ability to withstand and recover from any difficult challenges in my life. Being resilient comes from great intention and setting a goal for myself and my group, creating a comfortable and safe environment for everyone to work in and complete the hana."*



**RENZO HURTADO, HYL (YLT COHORT 14)**

*"Even though 2021 has become one of my hardest years yet, I still managed to continue on because of the people that supported me. Actually, they are the reasons why I am able to stay resilient because I was able to draw motivations from them. That is why I wanted to major in civil engineering because it is my way of returning the favor while also helping myself and hopefully the next generations."*



**TROY WEILBACHER, HYL (YLT COHORT 12)**

*"In my language (Pohnpeian), we have a saying for folks seeking to achieve something or folks having a hard time, "nan tieng" means to keep going or never give up.*

*Connecting to my why helped me stay resilient to reflect on my purpose here at MA'O and to my ancestral home of Pohnpei. Going through school during the pandemic, I continuously tried to ground myself and keep on track, even though it was difficult. The whole time, I always felt I belonged here in the space, that I knew my why and my purpose. Although I am a Mahi'ai, and this may be a temporary stop, it is still helpful to continue to remember my why."*


## MAHI'AI EXPERIENCE

### 2021 OUTCOMES

Total Employees*	31
Sustainable Jobs**	8
'Auwai Throughput***	193

\* Workforce Demographics: 48% Native Hawaiian, 39% Pacific Islander, 13% Other  
 \*\* 3 Akahi, 3 Waena, 1 'Auwai, 1 CFO  
 \*\*\* 14% increase from 2020

He 'ike 'ana ia i ka pono.  
 It is a recognition of the right thing.  
 One knows the right thing to do and has done it.  
 [Puku'i, #620]

 Growing aloha 'āina has the doubled meaning of growing love for the land as well as growing the people who are the aloha 'āina, the patriots who sustain a love for the 'āina and the lāhui, the broad based collective of people committed to Kanaka Maoli land-centered governance. [CF]

**Pono outcomes for all requires our radical commitment to kuleana!** The 'ōlelo no'eau (wise saying) captures our deepest sentiment of kuleana. In our pursuit to aloha 'āina and aloha kekahi i kekahi, we have worked together shoulder-to-shoulder to pursue the ma'awe pono, the trail of honor and responsibility. Ma'awe pono, taught to us by Dr. Kū Kahakalau, ensures that with every action, there will be mutual reciprocity and a return of productive and beneficial outcomes to our 'āina and people. In order to achieve this standard of excellence, each individual must acknowledge the kuleana (privilege and responsibility) of their role in uplifting both individual and collective goals of the whole. We must be able to consistently apply our 'ike in the daily-ness of our work, to kūkulu kumuhana, to pool our strengths in order to mālama 'āina and mālama kekahi i kekahi (to take care of the land and one another).

As an integral part of MA'O, our Mahi'ai fully embrace their kuleana to youth, the community, and to 'āina. The following excerpts highlight each mahi'ai's dedication to mentorship, collaboration, and continual growth as we strive towards a more supportive learning environment for everyone. At MA'O, our way of teaching and learning demands everyone's partnership and collaboration. Like a makua to a keiki, a kumu to their haumana or a kua'ana to a kaikaina, mentorship is a powerful way to developing individual kuleana. Kuleana is an essential building block of empowerment.



**EMILIN DAVID**  
 MAHI'AI AKAHAI (YLT COHORT 12)

"As an intern for the past three and a half years, I was able to work and learn from my peers and mentors about the importance of aloha 'āina and mālama 'āina. And now, as a staff mahi'ai, I can use the knowledge and skills I have gained to continue to help support my family, peers, and interns. I have dealt with many personal and community challenges as a young adult. I believe that an individual willing to learn and value different challenges and perspectives can create a meaningful journey."



**TIARE TOETU'U-AIPA**  
 MAHI'AI AKAHAI (YLT COHORT 12)

"We have an important job to help plant seeds into our young people that will grow and flourish wherever they end up, and that's what makes me passionate about our mission. The work that we do is so important not only because we grow youth and healthy food every day, but more so, we are building a stronger community. Together, we move forward to a better future for our 'āina and kaiāulu (community)."



**FLAME PORTER**  
 MAHI'AI WAENA (YLT COHORT 12.5)

"A'ohe 'eha 'a'ohe ulu, i ka lepo i ka wai, nui ke ola nui ka mana, ikaika ka ohana ikaika ka lāhui. In order for goals to be met, hard work is the pathway. The solutions for the harsh challenges we face today lie in the soil and water - for those are the key essentials to great longevity. Therefore, a foundation of responsibility instilled in the youth - with strong connections to the earth & meaningful ambitions for their future - is necessary to strengthen their families and their communities. I have valued my critical role as mahi'ai; a provider of health and wealth and a true tenant of the land."



**MATT LAU**  
 MAHI'AI WAENA

"My family ties and the time I spent on O'ahu when I was young, motivate my work here at MA'O from my value of healthy land and sea that can nourish, revitalize and sustain us. The 'olelo no'eau, "Ma ka hana ka 'ike, ma ka 'ike ka mana", is my main guide in my dual roles as a farmer and educator at both MA'O and UH West O'ahu. Wisdom, that is not just having information but knowing how to use it to make sound decisions, is best obtained through direct experience. I deeply value that in my farm work and am working to provide opportunities for others to get involved and do the same."



**MARY CLAIRE NABORS**  
 MAHI'AI AKAHAI

"Growing up in Alabama, one of the most economically disadvantaged states, I witnessed the impact that poor stewardship of the land has on a community's health, opportunities, and overall well-being. I always knew in whatever career path I chose, I needed to help bridge the disconnect between communities and their 'āina, and at the moment that is through organic farming. My love for the environment continues to deepen here at MA'O as I get to encourage and teach young people the importance of organic farming, being advocates for their community, and inspiring deeper connection to the soil and one another."



## PALIKEA 'ĀINA EXPERIENCE

Through our stewardship of Palikea21 and Palikea236, we have become a part of the mo'ō'āina of place. In the 'ili'āina of Ka'olai is the genealogy of our kupuna Akalana, Hina, Māui, Māui's sisters to the East and his brothers to the West. In this 'ili'āina, the wai (water) moves beneath our feet and above ground in the kahawai (stream) of Ulehawa, enriching soil before emptying in the kai (ocean) below.

In 2021, we learned about our 'āina through **nohopapa**, knowledge through **kilo**, through continuous observation and lived experience. Mā'ona of the land and people relied on the seamless connection between Puhawai23 with the highly productive Palikea21 farm and an emerging abundance from Palikea236. Staff, interns and community members planted 500 niu (coconut), ulu (breadfruit), citrus trees (lime, lemon and tangerine), and kukui (candlenut) trees. Crops were planted, irrigated and fertilized - readied for the harvest in early 2022.

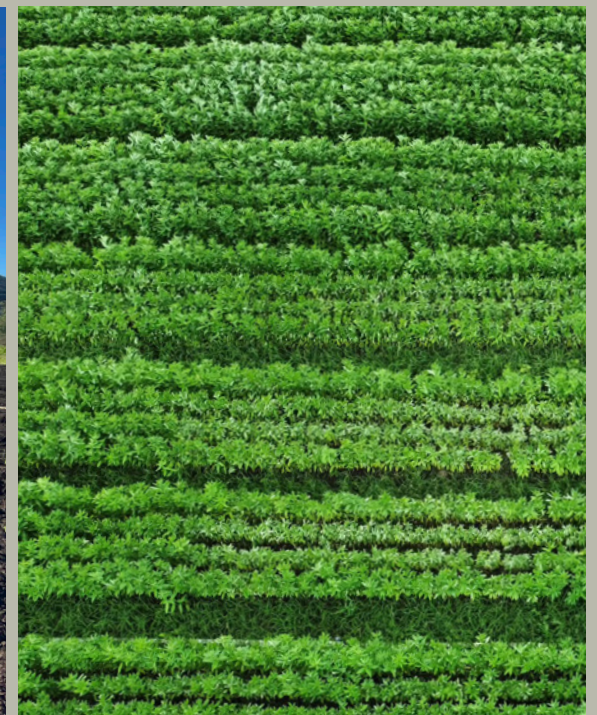
### 2021 OUTCOMES

New Fields	17
Trees Planted	500
Harvested	280,239



*The mā'ona, the abundance is there but it needs our care.*


*Different knowledge, practices and experiences converge to do this work over time. Māui and his resourcefulness happens every day at MA'O. In this way, the lessons of farming are passed on intergenerationally. The wonder in the mo'olelo inspires all of us to be resourceful like Māui, to work with the akua in ways that allows the puka of the maka of the plant life, the rebirth and the regeneration of our abundance. [CF]*



## MĀ'ONA IMPACT, MAKAWALU OUTCOMES

Our evaluation strategy embraces a set of kūkulu (value pillars) that reflects the framework for our vision, programs, and operational dailyness. To achieve kākou (collective) efficacy of our mission, we work to enact aloha through our adherence to these guiding principles, thus amplifying our individual kūlana - our excellence, capacity, fluency, and competency - in the pursuit of our collective mission and vision. As the makua (parent) generation, engaged in the work of mā'ona, our commitment is rooted in our relationship to 'āina and the explicit kuleana to keep this loving, dynamic, and living connection intact.

Keeping our kūkulu, our values at the center, we work daily to deepen our understanding of evaluation as a process by which we can gauge the present (and future) impact of our work while endeavoring forward to the horizon, to the wānana or promise of our ten-year plan of mā'ona, of plenty for all.

 *"There is no health of people without the health of 'āina. Everything has to be pono. The practice of working with 'āina allows us to work on ourselves, to work to be pono, to heal ourselves. Planting food gives us a sense of hope, that there is something we can do in the face of so much that is beyond our control. Instead of feeling alone in these times, youth are learning that they can act, and MA'O is a place of respite and comfort where we can act collectively, together. As mahi'ai, our healing comes when we grow these foods in the most healthful ways that contribute to the health and well-being of others." [CF]*



## WĀNANA, OUR HORIZON

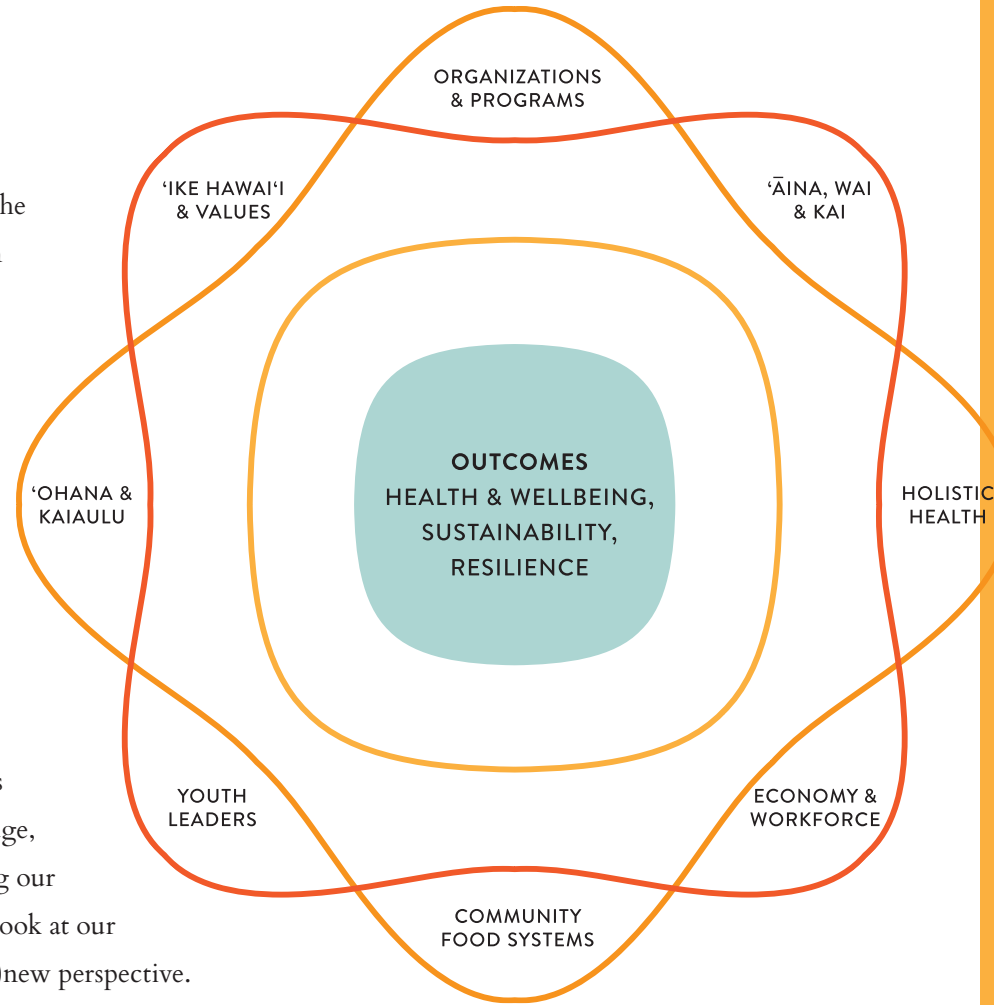
Wai'anae is home to a thriving lāhui where pono economic development is rooted in sustainable 'āina-based work, education is embraced as a community practice, and youth are engaged in sustaining careers. To ensure that we steer true to this horizon, we have articulated the essential question: Pehea ka 'āina? Are the land and people thriving?

Using this query as our guiding principle, we have designed an evaluation framework, a set of holistic outcomes, a series of indicators, and a feedback process that will inform our ongoing operational and programmatic evolution throughout our mā'ona expansion efforts.

Embedded within the evaluation strategy, our approach is inspired by, created by and implemented for us and by us as a means to tell our stories, our mo'okū'auhau and our mo'olelo, to recount our histories as well our lived experience giving space to reflect on what actually happened in the pursuit of our organization's mission. By doing this, we are able to compare what we planned for with what actually happened.

From the start, we approached the work of building our evaluation strategy for MA'O as a contemporary manifestation of our kupuna's learning practices, including makawalu - seeing through many perspectives; literally 'eight eyes' - and kilo - direct observation, generally as a practitioner. Our search for culturally relevant and indigenous frameworks led us to enrich an approach centers and values experiential knowledge, while productively complicating our assumptions and inviting us to look at our work with (k)new eyes and a (k)new perspective.

Pehea Ka 'Āina? Are the land ('āina) and people (kanaka) thriving? creates a pattern of kūlia i ka nu'u, of continuous reflection, learning and growing from what we are doing over a horizon of time, and is designed to allow us to move toward in pursuit of the next nu'u and level of excellence that holds the mā'ona of our past, present and future. Through these process loops



we translate data points, metrics, and indicators into actionable insights in order to evolve and refine our programming and operations to deepen our individual, program, and community impact. Feedback loops also facilitate the sharing of our insights with education, employment, community, funding, and policy making partners to strengthen our collective action.

## PEHEA KA 'AINA? ARE THE LAND AND PEOPLE THRIVING?

- MA'O organization and programs are thriving
- 'Āina, including the wai and kai, is respected and well-stewarded
- Wai'anae has a thriving economy and green-collar jobs
- The kaiāulu (community) enjoys holistic health and well-being
- Hawai'i has a robust pono food system
- Youth are empowered, educated, and engaged in sustaining careers
- 'Ohana and the kaiāulu are empowered and engaged
- Hawaiian values, language, knowledge, and traditions are perpetuated

This systemic approach produces a range of individual and communal outcomes focused on health and well-being, sustainability and resilience, which are critical to reaching our horizon.



## 2021 FINANCIALS



### POSITION

MA'O has continued to grow and improve the organization's financial position through strategic investments for long term financial stability. Total assets increased \$2,175,000 while the total liabilities balance increased fractionally by \$522,000. Purchases of farm equipment, re-investment and fulfilling our commitment to aloha 'āina, and the continued effort to construct the new post-harvest packing facility represent 44% of the total asset increase from 2020.

### PEOPLE

The organization invested in redesigning the peopling strategy to support the growth of MA'O. The team restructured the apprenticeship

into a mahi'ai (farmer) workforce model that positioned them into specialized farm tracks which enabled Staff to learn and reflect on daily practices - refining processes, gaining efficiencies in time and supplies while strengthening the pilina between the program and enterprise. The Mahi'ai Workforce Framework gave mahi'ai the explicit kuleana to train, teach and mentor youth on agricultural and leadership skills alike. Five new mahi'ai were on-boarded in 2021, the positions filled by three external candidates and two Ho'owaiwai Youth Leadership Training (HYLT) interns. We also celebrated two internal staff were promoted from Mahi'ai Akahi (Novice Farmer) to Mahi'ai Waena (Intermediate Farmer). MA'O also welcomed Alike Masei as Internship

Engagement Specialist (IES) and Alexandra "Alex" Kazlauskas as Chief Financial Officer (CFO). The IES worked with the 'Auwai team to engage and retain current interns through community stewardship opportunities and also worked together to engage and enroll high school students to the MA'O Fall and Spring High School Internships. The CFO worked with the Ākea and Po'owai teams to execute the Mā'ona ten year plan which by 2027 will achieve greater organizational sustainability through the generation of earned revenues. To ensure our success, the CFO has implemented an immersive approach to finance- providing financial transparency amongst staff and interns through training, goal setting, and timely reporting

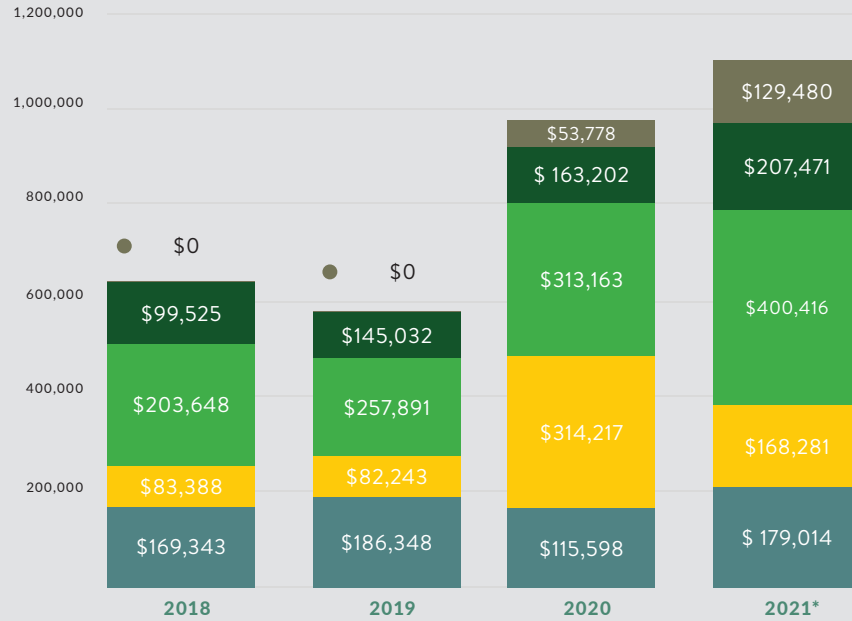
to allow for reflections, re-adjustments, and planning toward the wānana, the horizon.

### PERFORMANCE

The strategic work and investments in motion are producing positive outcomes. For the first time MA'O's farm revenues surpassed one million dollars in a calendar year, ending with the single highest quarter at \$289,000 (Q4) and record setting day on December 27 with \$11,035 daily sales. Farm revenues grew 13% year over year despite on-going COVID-19 challenges. This growth was driven by elevating nearly all sales channels, while Institutional sales growth took the lead as a result of our partnership with Wai'anae Coast Comprehensive Health Center.

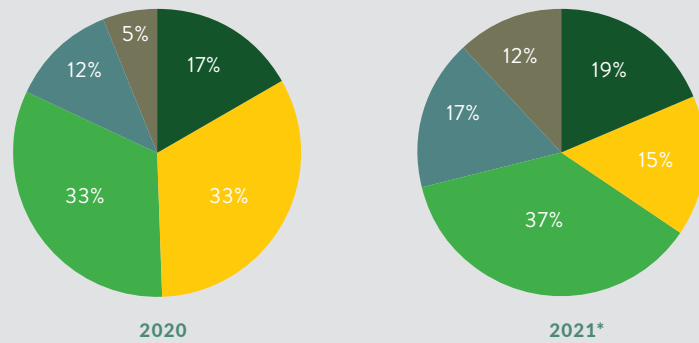
FARM SALES (2018-2021)

- Institutional
- Farmer's Market
- Grocery
- CSA
- Restaurant



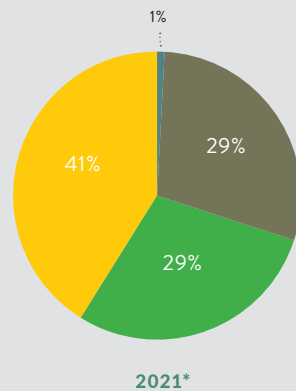
SALES BY CHANNEL (2020-2021)

- Institutional
- Farmer's Market
- Grocery
- CSA
- Restaurant



OPERATING REVENUE SOURCES

- Donations & Contributions
- Farm Income
- Grants
- Workshops & Training



\* Unaudited

2021 BALANCE SHEET

\$ = U.S. Dollars

POSITION AS OF DEC. 31ST:	2020	2021
<b>Total Assets</b>	<b>9,981,987</b>	<b>12,156,156</b>
Current	2,741,652	3,969,483
Fixed	6,777,254	7,641,978
Other	463,081	544,694
<b>Total Liabilities</b>	<b>4,796,494</b>	<b>5,318,573</b>
Current	1,750,362	2,406,176
Long Term	3,046,132	2,912,397
<b>Total Net Assets</b>	<b>5,185,494</b>	<b>6,837,583</b>
Restricted	761,186	836,261
Unrestricted / Temporary	4,424,308	6,001,321

INCOME STATEMENT

ACTIVITY FOR:	2020	2021
Ordinary Income	4,008,931	4,840,108
Cost of Goods Sold	231,831	269,430
Gross Profit	3,777,100	4,570,677
Ordinary Expenses	3,001,472	2,965,030
Net Ordinary Income	775,627	1,605,647
Net Other / Non-Ordinary Income	991,850	52,067
<b>NET INCOME</b>	<b>1,767,478</b>	<b>1,657,714</b>

TOTAL INCOME BREAKDOWN

ACTIVITY FOR:	2020	2021
<b>Ordinary Income</b>		
Donations & Contributions	706,004	1,088,272
Farm Income	959,958	1,084,663
Grants	2,319,393	2,625,526
Miscellaneous Income	7,473	34,970
Workshop & Training	16,103	6,677
<b>Other / Non-Ordinary Income</b>		
Endowment Gain (Loss)	38,298	72,711
Interest Revenue	13,074	8,200
Other Income	44,478	13,887
Easement Sale	1,100,000	0
PPP Loan Forgiveness	0	178,700
<b>TOTAL INCOME</b>	<b>\$5,204,781</b>	<b>\$5,113,606</b>

TOTAL EXPENSE BREAKDOWN

ACTIVITY FOR:	2020	2021
<b>Farm Operations &amp; Expansions</b>	<b>1,496,619</b>	<b>1,333,721</b>
<b>Program &amp; Education</b>	<b>1,471,800</b>	<b>1,404,189</b>
<b>General &amp; Administration</b>	<b>468,884</b>	<b>717,983</b>
<b>TOTAL EXPENSES</b>	<b>3,437,303</b>	<b>3,455,892</b>

## MĀ'ONA FINANCIAL IMPACT

Kilo (observation) as a practice also applies to the financial stewardship of the organization. As MA'O continues to mālama (care) for the land and make it abundant once more, we have to continually apply our knowledge and lived experience and project them into meeting the goals and objectives that are articulated in the Mā'ona 10-year plan. In 2021, Lualualei received a record 10-inches of rain in a few days compared to the usual 18-inch annual rainfall. The rain is a restorative event that has cascading effects on the entirety of our social enterprise and we must utilize the data and information we have collected through

kilo in a way to manage the ecological, social, cultural and economic cascade of impacts. While a rain event is localized, worldwide events like the pandemic have also informed our work and the financial decisions we have made. We have pivoted and adapted to these challenges while continuing to steadily grow and expand. Through our careful stewardship of our waiwai, our precious resources, we are realizing the incremental gains. Just as the mā'ona of the 'āina returns with the rains, the mā'ona of the community will return as the waiwai of MA'O is returned and reinvested.

ACREAGE		2028 TARGET		70 ACRES		
CHANGE IN ACREAGE	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2021 YOY Increase	2022 Goal
Total Acres Available For Production	9.2	16.6	23.4	20	41%	30
Net Acres in Active Production	7.1	6.36	8.5*	9.4	32%	13.27
% of 10 Year Goal Achieved			33%			43%

FOOD PRODUCTION		2028 TARGET		2,800,000 LBS / YEAR		
PRODUCTION GROWTH	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2021 YOY Increase	2022 Goal
Pounds Produced	150,000	260,000	280,239	305,000	8%	330,000
% of 10 Year Goal Achieved			10%			12%

FARM SALES		2028 TARGET		\$10,000,000 / YR		
SALES GROWTH	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2021 YOY Increase	2022 Goal
Farm Sales - Wholesale	\$443,763	\$482,539	\$708,820	\$805,000	47%	\$934,022
Farm Sales - Retail	\$227,275	\$477,419	\$375,842	\$600,500	-21%	\$427,550
Farm Sales - Total	\$671,038	\$959,958	\$1,084,663	\$1,405,500	13%	\$1,361,572
% of 10 Year Goal Achieved			11%			14%

YOUTH		2028 TARGET		445 'AUWAI PARTICIPANTS		
'AUWAI PROGRAM PARTICIPATION	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2022 Goal	
High School Interns	68	50	65	50		
Summer & Winter Ramp Up Programs	39	56	53	65		
FE'E Summer Interns	6	10	9	30		
Ho'owaiwai & Youth Leadership Training Interns	39	56	66	85		
Farm Apprentices	5	11	0	0		
<b>Total*</b>	<b>89</b>	<b>133</b>	<b>193</b>	<b>230</b>		
% of 10 Year Goal Achieved			43%		52%	

JOBS		2028 TARGET		84 EMPLOYEES		
JOB GROWTH	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2022 Goal	
New FT positions created	2	3	4	7		
New PT positions created	2	0	2	0		
FT Staff hired	2	4	5	8		
PT Staff hired	2	0	2	0		
New FT apprenticeships	2	7	0	0		
Attrition	1	2	4	0		
<b>Total head count</b>	<b>14</b>	<b>23</b>	<b>29</b>	<b>36</b>		
% of 10 Year Goal Achieved			35%		43%	

ORGANIZATIONAL STABILITY		2028 TARGET		80% EARNED REVENUE		
	2019 Actual	2020 Actual	2021 Actual	2021 Goal	2022 Goal	
Earned Revenue % of Operating Budget	32%	30%*	29%	32%		
% of 10 Year Goal Achieved			36%		40%	

# HO'OWAIWAI, GROWING OUR ABUNDANCE



PALIKEA21



PALIKEA236



PUHAWAI23



# MA'O 'OHANA BOARD OF DIRECTORS

**Mawae Morton**  
Board President,  
Chief Executive Officer  
Matariki Group



**LeeAnn Silva (2021)**  
Board Vice-President,  
Director of Asset Management  
Queen Emma Land Company



**Elisa Yadao**  
Board Secretary,  
Retired Communications &  
Community Engagement  
Hawai'i Medical Services



**Pia Chock (2021)**  
Board Treasurer,  
Strategic Analyst  
Kamehameha Schools



**Aulani Wilhelm**  
Senior Vice-President  
Center For Oceans  
Conservation International



**Jamie Tuuta**  
Chair  
Tourism New Zealand



**Michael Kurose**  
Vice Principal  
Wai'anae High School



**Keoni Lee**  
Chief Executive Officer  
Hawai'i Investment Ready



# MA'O 'OHANA 'ĀKEA & PO'OWAI



**J. Kukui Maunakea-Forth**  
Founder & Executive Director



**Gary Maunakea-Forth**  
Founder & Managing Director



**Alexandra Kazlausk**  
Chief Financial Officer



**Wei Fang**  
Project Manager



**Charles Jury, Jr.**  
Bookkeeper &  
Administrative Assistant



**Brianne Imada**  
Vocational & Workforce  
Development Specialist



**Alike Masei**  
Internship Engagement  
Specialist



**Manny Miles**  
Heavy Equipment  
Technician



**Chelsie Onaga**  
Communications & Special  
Projects Coordinator



**Derrik Parker**  
Food Processing & Quality  
Control Manager



**Cheryse Kau'i Sana**  
Farm General Manager



**Tori-Lyn Smith**  
Youth Empowerment  
Specialist

NĀ MAHI'AI  
WAENA



Char'nel Colin



Joshua Fukumoto



Nanea Keli'i



Matthew Lau\*



Flame Porter



Kelie Reimer



Rawley Riccio

NĀ MAHI'AI  
AKAHI



Lynn Batten



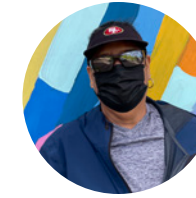
Erica Brenner\*\*



Daniel Cooper



Emilin David\*



Luciann Ezell



Ipo Kaina



Dylan Keliikoa



Wahliya Kessell-Fay\*\*



Michael Lopez



Mary Claire Nabors\*



Tiare Toetu'u-Aipa\*



Bradley Ramil \*

**Transitioned in 2021**  
Kahealani Acosta  
Christopher Bewell  
Sarah Itoh  
Kealohi Maunakea-Forth  
Claire Sullivan

\* hired in 2021  
\*\* hired in 2022





MAI HOPOHOPO...  
**E 'AI PONO!**

**LOVE  
RESPECT  
& THE WILLINGNESS TO  
WORK**

*OUR MISSION*

*We are building a future of mā'ona, of plenty, by connecting youth and land through the daily practice of aloha 'āina, empowering youth to succeed in college and secure sustaining careers, and growing organic produce that yields individual and communal vitality.*

WCRC - MA'O Organic Farms  
P. O. BOX 441  
Wai'anae, Hawai'i 96792

Office / Fax : 808-696-5569  
Email: [info@maoorganicfarms.org](mailto:info@maoorganicfarms.org)

[www.maoorganicfarms.com](http://www.maoorganicfarms.com)

